

REQUEST FOR COUNCIL ACTION

SUBJECT: Executive Recruiting Services for the City Manager position.

SUMMARY: Approval of contract with Waters & Company Executive Recruitment/A Springsted Company ("WCER"); authorize the Mayor to execute contract.

**FISCAL
IMPACT:** \$24,500.00

STAFF RECOMMENDATION:

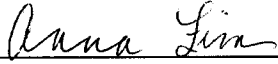
Staff recommends the approval of contract with WCER for executive recruiting services related to the City Manager position.

MOTION RECOMMENDED:

"I move to appoint WCER to provide executive recruiting services for the City Manager position; to approve the contract between the City of West Jordan and WCER; and approve Resolution 15-98 authorizing the Mayor to execute the contract after approval as to legal form by a representative of the City Attorney's office.

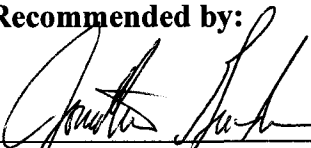
Roll Call vote required

Prepared by:



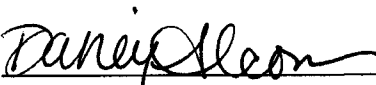
Anna Lim
Sr. HR Generalist

Recommended by:



Jonathan Gardner
Human Resource Manager

Reviewed as to legal sufficiency:



Darien Alcorn
Deputy City Attorney

BACKGROUND DISCUSSION:

Recently, a Request for Proposals was published and four executive recruiting companies submitted proposals for services related to filling the City Manager position. After conducting a panel interview with 3 of these companies, the Mayor and City Council decided to select Waters & Company Executive Recruitment/A Springsted Company ("WCER").

Staff was then directed to obtain a contract between the City and WCER and begin the recruitment process.

THE CITY OF WEST JORDAN, UTAH

A Municipal Corporation

RESOLUTION NO. 15-98

A RESOLUTION AUTHORIZING THE MAYOR TO EXECUTE AN AGREEMENT BETWEEN
THE CITY OF WEST JORDAN
AND WATERS & COMPANY EXECUTIVE RECRUITMENT/A SPRINGSTED COMPANY

WHEREAS, the City Council of the City of West Jordan has received proposals for an executive recruiting company to provide recruiting services for the City Manager position; and

WHEREAS, the City Council of the City of West Jordan desires to enter into an agreement between Waters & Company Executive Recruitment/A Springsted Company ("WCER") and the City of West Jordan for providing executive recruiting services for the City Manager position.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF WEST JORDAN, UTAH, THAT:

- Section 1. The agreement for the executive recruiting services is hereby awarded to WCER, which award shall not be binding upon the City of West Jordan until the contract is fully executed by the parties.
- Section 2. The Mayor is authorized to execute the agreement in an amount not to exceed \$24,500, after approval as to legal form by a representative of the City Attorney's Office; and
- Section 3. This Resolution shall take effect immediately.

Adopted by the City Council of West Jordan, Utah, this _____ day of _____ 2015.

KIM V. ROLFE
Mayor

ATTEST:

MELANIE S. BRIGGS, MMC
City Clerk

Voting by the City Council

"AYE"

"NAY"

Jeff Haaga

Judy Hansen

Chris McConnehey

Chad Nichols

Sophie Rice

Ben Southworth

Mayor Kim V. Rolfe

AGREEMENT FOR SERVICES

THIS AGREEMENT FOR SERVICES ("Agreement") is made as of the ____ day of May, 2015, ("Effective Date"), by and between the City of West Jordan, Utah ("Client"), and Waters & Company Executive Recruitment/A Springsted Company ("WCER").

WHEREAS, the Client wishes to retain the services of WCER on the terms and conditions set forth herein, and WCER wishes to provide such services; and

NOW THEREFORE, the parties hereto agree as follows:

SCOPE OF PROFESSIONAL SERVICES

WCER will provide professional services in the area of an executive recruitment for the position of City Manager. This Agreement includes WCER's commitment to provide all elements of the recruitment process, services, and conditions described in our proposal dated March 30, 2015, and attached as Exhibit A.

Phase	Description of Professional Services
Phase I	<u>Task 1</u> – Candidate Profile Development/Advertising/Marketing (includes one day on site by Project Team Leader). <u>Task 2</u> – Identify Quality Candidates.
Phase II	<u>Task 3</u> – Screening of Applications and Submission of Recommended Semi-Finalists to Client. (includes one day onsite by Project Team Leader) <u>Task 4</u> – Reference Checks, Background Checks, and Academic Verifications.
Phase III	<u>Task 5</u> – Final Process/On-Site Interviews with Finalists (includes two days on site by Project Team Leader).
Conclusion	Acceptance of offer by candidate.

TERM

This Agreement shall be effective as of the Effective Date and shall remain in effect for the period necessary for successful completion of the project. This Agreement may be terminated upon thirty (30) days prior written notice to WCER. If the Client terminates, WCER is entitled to any portion of its fee earned prior to termination.

ALL-INCLUSIVE PROFESSIONAL FEE

1. The all-inclusive professional fee to conduct the recruitment is \$24,500.00 (Twenty Four Thousand Five Hundred Dollars) and includes the cost of professional services by the Project Team Leader and the project support staff, and all project-related expenses such as advertising, printing, candidate background and reference checks, and travel expenses for on-site visits by the Project Team Leader. Travel expenses incurred by candidates for on-site interviews with the Client are not the responsibility of WCER and are handled directly by the client organization. The Client will make payments for the project upon receipt of an invoice submitted by WCER. Payment to WCER is due upon receipt. All invoices will be forwarded to the Client for processing unless otherwise directed. For reporting purposes, WCER's tax identification number is 47-1064404.
2. The all-inclusive professional fee will be billed in four installments; 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and the final 10% upon acceptance of offer by the candidate.
3. Additional work related to the recruitment process and as specifically requested by the Client which is outside the scope of this project (i.e. additional on-site visits) will include an additional fee. The fixed professional fee for this recruitment anticipates no more than three on-site visits which include four consulting days with one consultant. However, we would be pleased to provide additional on-site consulting visits for our standard daily rate of \$1,500 plus expenses.

ADDITIONAL PLACEMENTS

If candidates from this recruitment process are selected for another position by the Client, within one year of the close of the recruitment, a fee of 50% of the above mentioned fee amount will be due to WCER.

TRIPLE GUARANTEE

1. A commitment to remain with the recruitment assignment until client appoints a city manager. If client is unable to make a selection from the initial group of finalists, WCER will work to identify as many supplemental groups as needed until client finds a candidate to hire.
2. Client executive recruitment is guaranteed for 24 months against termination or resignation. Within the first two years following the date of hire, the replacement recruitment will be repeated

with no additional professional fee, WCER will continue to bill for project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions by Utah law.

3. WCER will not solicit any candidates selected under this contract for any other position while candidate is employed with clients' organization.
-

DEVOTION OF TIME

WCER shall devote such time to the performance of its duties under this Agreement as is necessary for the completion of all project phases.

NOTICE

All notices hereunder shall be in writing and deemed to have been given when delivered, transmitted by first class, registered or certified mail, postage prepaid and addressed as follows:

If to Client:

City of West Jordan
Attn: City Clerk
8000 South Redwood Road
West Jordan, Utah 84088

If to WCER:

Waters & Company Executive Recruitment
380 Jackson Street, Suite 300
Saint Paul, MN 55101
Attention: Managing Principal

ENTIRE AGREEMENT

This Agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the subject matter hereof, and no other agreement, statement, or promise relating to the subject matter of this Agreement that is not contained herein shall be valid or binding.

AMENDMENT

This Agreement may be amended by the mutual agreement of the parties hereto in writing and must be attached to and incorporated into this Agreement.

LEGAL INVALIDITY

In case any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect any other provisions thereof and this Agreement shall be constructed as if such invalid, illegal, or unenforceable provision had never been contained herein.

CONTRACT JURISDICTION, CHOICE OF LAW, AND VENUE

The provisions of this Agreement shall be governed by the laws of the State of Utah. Client and WCER (the "parties") will submit to the jurisdiction of the courts of the State of Utah for any dispute arising out of this Agreement or the breach thereof. Venue shall be in Salt Lake County.

RECORDS ADMINISTRATION

WCER shall maintain, or supervise the maintenance of all records necessary to properly account for the payments made to WCER for costs authorized by this contract. These records shall be retained by WCER for at least four years after the Agreement terminates, or until all audits initiated within the four years, have been completed, whichever is later.

AUDIT OF RECORDS

WCER agrees to allow Client's, State, and Federal auditors, access to all the records to this contract, for audit and inspection, and monitoring of services. Such access will be during normal business hours, or by appointment.

CONFLICT OF INTEREST

WCER represents that none of its officers or employees are officers or employees of the City of West Jordan, unless disclosure has been made in accordance with City of West Jordan ordinances and policies. Further, WCER certifies that it has not offered or given any gift or compensation prohibited by local, state, or federal law, to any officer or employee of the City of West Jordan to secure favorable treatment with respect to being awarded this Agreement.

CONTRACTOR, AN INDEPENDENT CONTRACTOR

WCER shall be an independent contractor, and as such shall have no authorization, express or implied to bind Client to any agreements, settlements, liability or understanding whatsoever, and agrees not to

perform any acts as agent for Client. WCER shall be responsible for the payment of all income tax and social security amounts due as a result of payments received from Client for the services provided under this Agreement. Persons employed by the Client and acting under the direction of the Client shall not be deemed to be employees or agents of WCER.

INDEMNITY CLAUSE

WCER agrees to indemnify, save harmless, and release the City of West Jordan, and all its officers, agents, volunteers, and employees from and against any and all loss, damages, injury, liability, suits, and proceedings arising out of the performance of this Agreement which are caused in whole or in part by the negligence of the WCER's officers, agents, volunteers, or employees, but not for claims arising from the City's sole negligence.

Executed on the day and the year first written in this Agreement

CITY OF WEST JORDAN

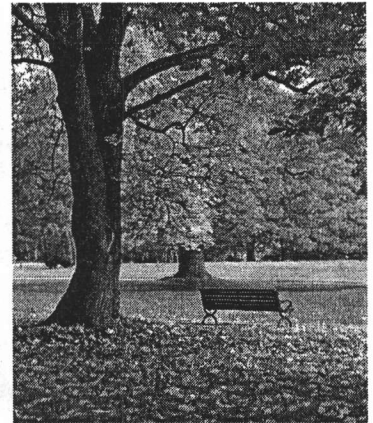
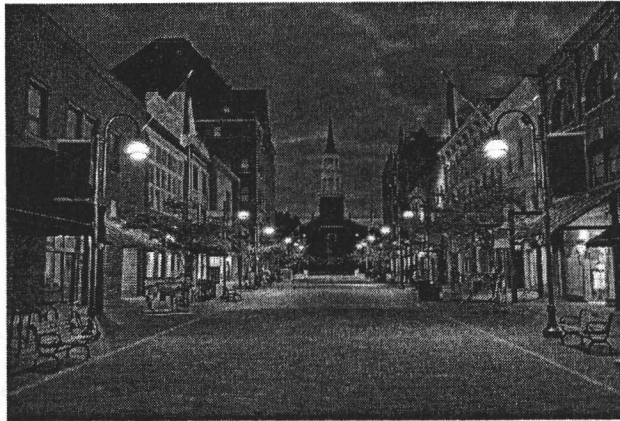
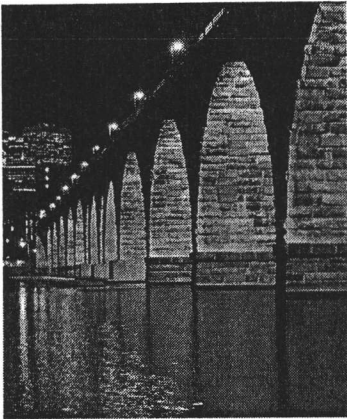
WATERS & COMPANY EXECUTIVE
RECRUITMENT/A SPRINGTED COMPANY

By: x _____
Name: Kim V. Rolfe
Title: Mayor

By: x _____
Name: Charles A. Rohre
Title: Senior Vice President

APPROVED AS TO LEGAL FORM
West Jordan City Attorney
By: Daniel Allen Date: 5-20-15

EXHIBIT A



Proposal

City of West Jordan, Utah

Proposal to Provide Executive Recruiting Services

March 30, 2015

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COVER LETTER

March 30, 2015

Honorable Kim V. Rolfe
and City Councilmembers
City of West Jordan
8000 South Redwood Road
West Jordan, Utah 84088

Re: Request for Proposal to Provide Executive Recruiting Services

Dear Mayor Rolfe and Councilmembers,

I appreciate the opportunity to submit our proposal for executive recruitment services for the City of West Jordan's next City Manager. Our extensive experience in providing executive recruitment services to cities, counties and other public sector organizations nationwide will be beneficial for this recruitment and allow us to find the ideal candidate for the City of West Jordan.

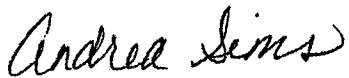
We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- If requested, our web-based survey can be used to determine the key attributes considered essential for the City Manager. This survey is completed by the organization's employees, community leaders and citizens. The results of the survey will provide the Mayor and City Council with important feedback for development of the profile for the ideal candidate;
- Management Style Assessment Analysis completed by the candidates to determine if a candidate's management style matches the approved profile for the ideal candidate;
- Video candidate interviews that can be made available to the Mayor and City Council to assist in the selection process; and
- Utilization of a proprietary online application system exclusively licensed to Waters & Company Executive Recruitment, a Springsted Company (WCER) to facilitate talent management. The system has been designed by WCER to customize applicant flow and tracking. It allows ease of communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the City such as geographic location and specific experience, expertise and qualifications.

City of West Jordan, Utah
March 30, 2015
Page 2

WCER is national in scope, with offices across the country, including Saint Paul, Los Angeles, Denver, Dallas, Milwaukee, Kansas City, Richmond, Des Moines and Cleveland. The proposal document will provide you the details about our approach, expertise, client references and pricing for this executive recruitment. If you have any questions, please contact me at 214-466-2436 or by email at crohre@waters-company.com. Our Team would consider it a professional privilege to provide these services to the City of West Jordan.

Respectfully submitted,

A handwritten signature in cursive script that reads "Andrea Sims".

Chuck Rohre, Senior Vice President
Consultant

sml

**City of West Jordan, Utah
Proposal to Provide
Executive Recruiting Services**

I. Description of the Firm

Waters & Company Executive Recruitment (WCER) recently merged with Springsted Incorporated, establishing one of the largest public sector executive recruitment and organizational management firms in the United States. Springsted Incorporated, the parent corporation, is a certified WBE. Three employee-owners lead the firms and their 70-member staff. Our headquarters are located in Saint Paul, Minnesota, with regional offices strategically located throughout the United States. Specifically, our regional offices include Dallas, Texas; Milwaukee, Wisconsin; Cleveland, Ohio; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Denver, Colorado and Los Angeles, California.

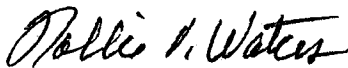
WCER has a team of seven primary recruitment consultants available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with cities and the many different disciplines that comprise the City of West Jordan organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed the City's expectations. Since 2010 our combined consultant team has conducted more than 350 executive recruitments.

The WCER Recruitment Project Team will partner with the Mayor, City Council and designated staff as your technical advisor to ensure that the recruitment process for your next City Manager is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

We have structured the WCER Recruitment Project Team to draw upon Springsted's 50-plus years of service to the public sector and to leverage WCER's experience and capacity to focus nationwide to find the most qualified candidates.

Principals/Owners: Bonnie C. Matson, *Principal*
Kathleen A. Aho, *President*
David N. MacGillivray, *Chairman*

Respectfully submitted,



Rollie Waters, Executive Vice President
Consultant

II. Assigned Recruiter(s)

Mr. Rollie Waters, Executive Vice President

Direct Phone: (214) 466-2424

Email: rwaters@waters-company.com

Recruitment Project Team Leader

Mr. Chuck Rohre, Senior Vice President,

Direct Phone: (214) 466-2436

Email: crohre@waters-company.com

Mr. Chuck Anderson, Senior Vice President

Direct Phone: (817) 965-3911

Email: canderson@waters-company.com

Ms. Regan Brown, Project Coordinator

Direct Phone: (214) 466-2445

Email: rbrown@waters-company.com

At this time our firm and consultants are not engaged in other projects that would adversely affect the timeline for this recruitment.

III. Office Location

Waters & Company Executive Recruitment, *a Springsted Company*

14285 Midway Road, Suite 340

Addison, Texas 75254

Office: 972-481-1950

Fax: 972-481-1951

IV. Resumes of Key Personnel

Rollie Waters

Executive Vice President

Rollie O. Waters is an Executive Vice President of Waters & Company Executive Recruitment, a *Springsted Company*. Since 1976, Rollie has been a management consultant to private and public sector clients. He has consulted with national and international clients in the area of HR Management system design and strategic management. He has given various lectures and seminars for organizations in the areas of compensation as it relates to performance management. He is viewed on a national level as one of the foremost authorities in succession planning and performance management system design for the public sector. He has spoken before such organizations as the International City/County Managers Association, American Management Association, The Alliance for innovation, Southern Methodist University, the University of Maryland, National Forum of Black Public Administrators, California Institute of Technology, the Texas Municipal League (TML), the International Personnel Management Association (IPMA-HR), several international companies in Great Britain and various other U.S. public and private sector agencies and organizations.

Rollie has been actively involved in the development of competency-based knowledge selection and development tools over the past twenty years. He has been instrumental in ensuring the proprietary profiles that he has designed attract the right candidates that fit the organization's needs. In addition, Rollie's extensive knowledge of performance management solidifies matching the management style most compatible with the organization's success. His research on succession planning has led him and his team to be able to help shape the future of organizations through their executive recruitment activities.

Rollie has been widely published in national journals and magazines focusing on human resource challenges. His publications include a research article in the *Public Personnel Management Journal* titled "The Impact of Behavioral Traits on Performance Appraisal." Prior to founding W&C, Rollie held an executive position with Dun & Bradstreet Co., Inc., and a management position with Owens Corning Fiberglass.

Areas of Expertise

- Executive Recruitment
- Web- Based Compensation Support
- Management Development
- Organizational Strategy
- Mentoring Programs
- Performance Management
- Competency-based Systems and Development Systems
- Succession Planning

Professional Accomplishments and Education

Rollie is a member of Mensa, a Strategic Partner with the International City/County Managers Association, International Management Consultants, and Alliance for Innovation, a member of the National Corporation Advisory Council of the National Forum for Black Public Administrators, and numerous other professional groups. He has also appeared in several professional directories such as Who's Who in the World, Who's Who in Finance and History, and many others. Rollie has an extensive background in the behavioral sciences and strategic planning. He received his MBA at Pepperdine University and his Bachelor of Science degree in Psychology from the University of South Carolina. In addition, he is a Certified Management Consultant (CMC); CMC is a certification mark awarded by the Institute of Management Consultants USA and represents evidence of the highest standards in consulting and adherence to the ethical canons of the profession.

Chuck Rohre

Senior Vice President

Chuck Rohre is a Senior Vice President of Waters & Company Executive Recruitment, a *Springsted Company*. In this role, he is responsible for managing and conducting executive recruitment engagements for the firm to insure their integrity, timeliness and adherence to budget parameters. Chuck has more than 35 years of experience in managing and consulting in both the private and public sectors. He has served as Police Chief and Director of Public Safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus. Prior to beginning his consulting career, Mr. Rohre served for three years as Police Chief of Plano, Texas.

Chuck joined the firm in January 2006 following a 13-year engagement with another nationally recognized public sector search firm where he managed the Texas and Southwestern operations. He has an extensive and successful track record of completed recruitments across the nation, especially in the Midwestern and Southwestern states. Among others, he has led recruitment processes for City and Assistant City Managers, Police Chiefs, Fire Chiefs, Library Directors, Chief Information Officers, City/County Attorneys, Parks & Recreation Directors, Finance Directors and Public Works Directors. The clients range from as small as 2,500 to as large as 700,000 in population. He has also conducted management consulting assignments in a number of areas including public safety, career development and strategic planning. He has written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees.

Areas of Expertise

- Executive Recruitment
- Background Investigations
- Assessment Centers
- Career Development
- Strategic Planning
- Organizational Assessment

Professional Accomplishments and Education

Chuck received his bachelor's degree in Career Development from the Dallas campus of Abilene Christian University and his master's degree in Human Relations and Management from the same institution. He has completed advanced management training at the Institute for Law Enforcement Administration and now serves on its adjunct faculty and advisory board. Chuck completed the Federal Bureau of Investigation's prestigious LEEDS course at Quantico, Virginia. He is a veteran of the United States Army, serving in the United States and the Republic of Viet Nam.

Charles (Chuck) Anderson***Senior Vice President***

Charles (Chuck) S. Anderson is a Senior Vice President of Waters & Company Executive Recruitment, a *Springsted Company*. Prior to joining the Waters & Co., Chuck worked for local governments and non-profit organizations, including City Manager for Dallas, Texas; Executive Director for the Dallas Area Rapid Transit (DART) and Executive Director for the Michigan Education Association.

Chuck also served as Director for Local Government Reform for the International City/County Association (ICMA), managing a U.S. government contract for the planning and delivery of technical assistance to local governments in Central and Eastern Europe. His last assignment in this role with ICMA was to recruit and supervise a team of technical consultants to assist in re-building local governments in Bosnia following agreement on the Dayton Accords.

During his service with the Michigan Education Association, Chuck also served as Senior Consultant for Urban Planning and Management for Michigan State University's Institute for Public Policy and Social Research.

Areas of Expertise

- Executive Recruitment
- Leadership/Management Development
- Organizational Design
- Organizational Development

Professional Accomplishments and Education

Chuck received a Bachelor of Arts degree in political science and human resources management and a Masters of Public Administration degree from the University of Kansas. He received the prestigious L.P. Cookingham Award for Development of Young Professionals from the International City/County Management Association (ICMA) and the Minority and Women Advancement Award from the American Public Transit Association (APTA). He was also recognized as Public Administrator of the Year by the American Society of Public Administration (ASPA) and Outstanding Management Innovator (Honorable Mention) by ICMA. Chuck was recognized in 2007 with the Lifetime Achievement Award from his Public Administration Alumni Association at the University of Kansas.

Regan Brown***Project Coordinator***

Regan Brown is the Project Coordinator at Waters & Company Executive Recruitment, a *Springsted Company*. She is responsible for supporting the lead consultants throughout the entire scope of the recruiting process, as well as providing administrative support to the Executive Vice President, Rollic Waters.

In this role, Regan coordinates communications with candidates, the handling of resumes and the distribution of candidate questionnaires. She is also responsible for providing support to candidates regarding technical and logistic issues. She assists the consultants in scheduling the semifinalist interviews, submitting profiles for background checks and education verifications and notifying the finalists. Her responsibilities extend to editing presentations and proposals, advertisement placements and general office administration.

Professional Accomplishments and Education

Previously, Regan worked in Residential Real Estate and as the Operations Manager for a publically held subprime financial services company. Coordinating between board members, executive staff and operations employees, she implemented executive initiatives at all levels of the company. Regan also served as ISO 9001 Management Representative for Halo Financial Services, LLC.; her attention to detail and her passion for efficiency allowed for a perfect audit record three years in a row. Her service leadership attitude ensures an exceptional customer service experience.

V. Major Public Sector Clients

Examples include:

- Bloomington, Minnesota
- Burnsville, Minnesota
- Castle Rock, Colorado
- Charlotte, North Carolina
- Coconino County, Arizona
- Denton, Texas
- Eau Claire, Wisconsin
- Fort Worth, Texas
- Irving, Texas
- Los Angeles, California
- Manassas, Virginia
- Mesa, Arizona
- Newport News, Virginia
- Novi, Michigan
- Rockville, Maryland
- Westminster, Colorado

VI. References

City of Fort Worth, Texas Former

Mayor Moncrief

mike@moncriefinvestments.com

817-338-1225

Project: Selection of City Manager and Assistant City Manager

Arapahoe County, Colorado

Mr. Patrick Hernandez, *Human Resources Director*

phernandez@co.arapahoe.co.us

303-795-4482

Project: Selection of Department Directors

Town of Marana, Arizona

Ms. Suzanne Machain, *Human Resources Director*

snmachain@marana.com

520-382-1920

Project: Selection of Deputy Town Manager and Police Chief

Town of Castle Rock, Colorado

Ms. Kristin Zagurski, *Senior Management Analyst*

kzagurski@crgov.com

720-333-3552

Project: Selection of Town Manager

City of Commerce City, Colorado

Mr. Jerry Flanner, *former City Manager now Executive Director, Highlands Ranch Community Association*

jflannery@hrcaonline.org

303-471-8958

Project: Selection of City Manager and Police Chief

City of Irving, Texas

Mr. Ike Obi, *Human Resources Director*

iobi@cityofirving.org

972-721-2665

Project: Selection of Assistant City Manager and Department Directors

City of Denton, Texas

Mr. George Campbell, *City Manager*

george.campbell@cityofdenton.com

940-349-8307 or

Carla Romine-Hagmark, *Human Resources Director*

carla.romine@cityofdenton.com

940-349-8344

Project: Selection of Director of Engineering Services, Assistant City Manager and various department directors

City of Westminster, Colorado

Ms. Debbie Mitchell, *Administrative Services
Director*

dmitchell@cityofwestminster.us

303-658-2155

Project: Selection of City Manager

City of Charlotte, North Carolina

Ms. Cheryl Brown, *Director of Human
Resources*

clbrown@ci.charlotte.nc.us

704-336-5703

Project: Selection of City Manager

VII. Recent Experience with City Manager Recruitments

List of Administration Executive Recruitments 2012 – Present

Year	Client	State	Recruitment	Population
2012	Albertville	MN	City Administrator-Phase One Only	7,044
2012	Brainerd	MN	City Administrator	13,517
2012	Charlotte	NC	City Manager	792,862
2012	Eau Claire	WI	City Manager	61,704
2012	Exmore	VA	Town Manager	1,458
2012	Fairview	TX	Town Manager	8,148
2012	Martinsville	VA	City Manager	15,416
2012	Morehead City	NC	City Manager	9,203
2012	Ocean City	MD	City Manager	7,092
2012	Rockville	MD	City Manager	47,388
2012	Scandia	MN	City Administrator	3,936
2012	Sun Prairie	WI	City Administrator	29,364
2012	Thief River Falls	MN	City Administrator	8,661
2012	Winchester	VA	City Manager	27,216
2012	Windsor Heights	IA	City Administrator	4,860
2013	Justin	TX	City Manager	3,333
2013	Bayport	MN	City Administrator	3,496
2013	Belle Plaine	MN	City Administrator	6,804
2013	Bellevue	WI	Village Administrator	14,570
2013	Burnsville	MN	City Manager	60,828
2013	City of Alexandria	MN	City Administrator	11,549
2013	City of International Falls	MN	City Administrator	6,357
2013	City of Sherburn	MN	City Administrator	1,128
2013	Clinton	NC	City Manager	8,676
2013	East Grand Forks	MN	City Administrator	8,602
2013	Irving	TX	City Manager	228,653
2013	Litchfield	MN	City Administrator	6,671
2013	Manassas	VA	Director of Finance and Administration	37,821
2013	Montgomery	MN	City Administrator	2,933
2013	Moose Lake	MN	City Administrator	2,753
2013	Muskegon	MI	City Manager	37,213
2013	Newport News	VA	City Manager	179,611
2013	Norwood Young America	MN	City Administrator	3,583
2013	Raleigh	NC	City Manager	423,179
2013	Roseville	MN	City Manager	34,666
2013	Watertown	MN	City Administrator	4,239
2013	West Saint Paul	MN	City Manager	19,708

List of Administration Executive Recruitments 2012 – Present

Year	Client	State	Recruitment	Population
2014	Atlantic Beach	FL	City Manager	12,864
2014	Bloomington	MN	City Manager	86,033
2014	Boone	NC	Town Manager	17,774
2014	Eustis	FL	City Manager	19,214
2014	Hutchinson	MN	City Administrator	13,929
2014	Irving	TX	City Manager	225,427
2014	Lakeville	MN	City Administrator	57,342
2014	Lexington	VA	City Manager	6,998
2014	Lower Merion	PA	Township Manager	59,850
2014	Midlothian	TX	City Manager	19,891
2014	Narberth Borough	PA	Borough Manager	4,295
2014	Novi	MI	City Manager	57,960
2014	Springfield	MN	City Manager	2,114
2014	Town of Cape Charles	VA	Town Manager	990
2015	Bemidji	MN	City Manager	14,435
2015	Castle Rock	CO	Town Manager	53,063
2015	Oakdale	MN	City Administrator	27,780
2015	Westminster	CO	City Manager	109,169

VIII. Approach

Task I: Recruitment Brochure Development and Advertising

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in the recruitment process. This profile includes the required qualifications, professional experience and leadership, management and personal characteristics related to the success of the candidate in the position of City Manager.

The recruitment brochure will also have a profile that captures the essence of the City as a highly-attractive venue for the successful candidate to live and work. To prepare the recruitment brochure, the Recruitment Project Team Leader will come on site to meet with the Mayor, City Council and designated staff to discuss the required background, experiences and management and leadership characteristics for your City Manager position. We will also request organizational charts, budgetary information, operational reports and other documentation describing the current issues and responsibilities of the position. We meet individually (or collectively depending upon your preference) with the Mayor and City Council to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the City Manager. We also obtain input from department leaders to increase our understanding of the City's strengths and needs. [See example of a recruitment brochure in Appendix I.]

Information obtained from these meetings, coupled with our review of the job description and other City documents, is used to prepare a position and candidate profile. The completed profiles will be approved by the Mayor and City Council before recruitment begins. The position and candidate profile will be central to our recruitment strategy and outreach to candidates.

The Recruitment Project Team will also work with the City of West Jordan to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our Team will place ads in appropriate professional publications, websites and local print media. Additionally, WCER has a highly-accessed website that has a special location attracting many potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with the City's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public sector conferences, will be utilized to further promote the position.

Project Milestone	Deliverables	Proposed Date
Position profile and recruitment brochure development.	<ul style="list-style-type: none"> Onsite interview with the City. WCER will receive information regarding the City's budgets, organizational charts, images, logos, etc. Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline). 	April 6 – 7
Approve brochure, commence advertising and distribute marketing letter.	<ul style="list-style-type: none"> Brochure sent to the City for final approval. Commence advertising and distribution of recruitment brochure. 	April 14

Task II: Execution of Recruitment Strategy and Identification of Quality Candidates

Utilizing the information developed in Task I, WCER will identify and reach out to individuals who will be outstanding candidates for the position of City Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

Our recruitment outreach emphasizes personal contacts with prospective candidates. We also contact ICMA-credentialed managers and managers who demonstrate an ongoing commitment to professional leadership development. Finally, we draw upon our knowledge of qualified local government managers from our database and from the professional network of our Team.

These efforts will be supplemented by the creation of an appropriate database utilizing our extensive, interactive applicant database for the City Manager position. This will provide the WCER Team with the ability to customize applicant flow and tracking, communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the City such as geographic location, particular experience, expertise and credentials. WCER's commitment to customer service extends to the candidate as well as the client.

During this part of the process the Recruitment Project Team will work with the Mayor and City Council and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the

position and match the candidates to each attribute. Each candidate submitting a resume is sent a timely acknowledgement by our Team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

Project Milestone	Deliverables	Proposed Date
Execution of recruitment strategy and candidate outreach.	<ul style="list-style-type: none"> • Online data collection and profile development. • Development of interactive searchable applicant database for recruitment of the City Manager. • WCER performs direct outreach to prospective candidates identified in the recruitment strategy. • Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics. 	April 15 – May 18

Task III: Screening of Applicants and Recommendation of Semi-Finalists

Our recruiting efforts in Task II are directed towards the quality of the candidates we contact, not the quantity. The minimum qualifications for the candidate will include the requisite experience and skills needed to successfully perform the position's duties. In Task III the Recruitment Project Team, under the direction of the Recruitment Project Team Leader, will screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation to the Mayor and City Council.

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates' background and experience. We will then narrow the list to a group of 10-15 semifinalists for your review and to select finalists.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our Team to develop a more comprehensive understanding of the candidate's ability to think "on their feet" as well as their personal and professional demeanor.

Our Team will provide an online link for the Mayor, City Council and others designated, who have input into the hiring decision, allowing them to review and rate the recorded responses. This provides the organization with additional candidate assessments that can be customized to fit the unique needs of your City.

Throughout the process, you will have access to our Master Applicant List (MAL), which will provide pertinent data about each applicant.

Project Milestone	Deliverables	Proposed Date
Applicant screening and recommendation of semi-finalists.	<ul style="list-style-type: none"> • WCER compares applications to the approved candidate profile developed in our searchable applicant database. • WCER develops customized candidate questionnaire & due diligence questionnaire to provide to applicants who most closely meet the candidate profile. • Top 10-15 candidates identified as semi-finalists. • Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, resume and completed questionnaire of candidates to be considered. • WCER and the City review and rate video interviews. • WCER sends links to City to review the aggregate responses and ratings. • Semi-finalists complete candidate management style assessment, responses are reviewed and interview questions are developed. • Recruitment Project Team Leader meets with Mayor and City Council to review recommended semi-finalists. Mayor and City Council select finalists for on-site interviews. 	May 19 – June 3

Task IV: Conducting Background Checks, Reference Checks and Academic Verifications

When the Mayor and City Council approve of a group of finalists for on-site interviews, WCER will begin the process of conducting reference checks, background checks and academic verifications. Contact is then made with references to complete our understanding of the management and leadership characteristics and professional work performance of the finalists.

For the background checks, WCER will develop information on the candidates in the following areas:

- Consumer Credit
- City/County Criminal
- City/County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle
- Bankruptcy
- State District Superior Court Criminal
- State District Superior Court Civil Litigation
- Federal District Criminal
- Federal District Civil Litigation

To ensure that our quality standards are maintained, we require a minimum of ten business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.

Project Milestone	Deliverables	Proposed Date
Finalists complete supplemental work products.	<ul style="list-style-type: none"> Finalists complete narrative of their two most significant professional achievements and a critical problem analysis. 	June 10
Design final process with City Council for on-site interviews with finalists.	<ul style="list-style-type: none"> WCER confirms interviews with candidates. Travel logistics are scheduled for the candidates. 	June 10 – 11
Background checks, reference checks and academic verification.	<ul style="list-style-type: none"> WCER completes background checks, reference checks and academic verifications for finalists. 	June 17

Task V: Final Interview Process

Upon completion of Task IV, we will work with you to develop the final interview process. We will provide documentation on each of the finalists which will provide the highlights of their professional experience and leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The Recruitment Project Team Leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, if the City requests the service, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Project Milestone	Deliverables	Proposed Date
Finalist Report prepared and delivered to City.	<ul style="list-style-type: none"> Final Report is prepared, including brochure, interview schedule, cover letter, resume, candidate questionnaire, two examples of candidates' most significant professional achievements, suggested interview questions, candidate assessment form and management style probing questions. 	June 18
On-site interviews with finalists.	<ul style="list-style-type: none"> Interviews are scheduled. Recruitment Project Team Leader attends client interviews and is available to participate during deliberations of candidates. 	Week of June 22
Offer made / accepted.	<ul style="list-style-type: none"> If requested, WCER participates in candidate employment agreement negotiations. WCER notifies candidates of decision. WCER confirms final process close out items with the City of West Jordan. 	Week of June 29

Strategy for Recruitment of Diverse Candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the City of West Jordan's City Manager position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Waters & Company Executive Recruitment, a *Springsted Company*, is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

Springsted Incorporated, our parent company, is a certified WBE.

Timeline

Below is an estimated Timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

CITY OF WEST JORDAN, UTAH EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of April 6, 2015. Actual target dates will be developed in consultation with and approved by the Mayor and City Council.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	<ul style="list-style-type: none"> WCER completes on-site interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline. WCER sends draft recruitment brochure to the City. The City returns draft recruitment brochure (with edits) to WCER. WCER commences executive recruitment advertising and marketing. Online data collection and profile development. 	April 6 – May 18
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> WCER commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online. WCER completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Also candidates' recorded interviews are presented. Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed. WCER meets with the City and recommends semi-finalists; the City selects finalists for on-site interviews. 	May 19 – June 10
Comprehensive background check and reference checks completed for finalists.	<ul style="list-style-type: none"> WCER completes reference checks/background checks/ academic verification on finalists. 	June 17
On-site Interviews with finalists.	<ul style="list-style-type: none"> WCER sends documentation for finalists to the City. The City conducts on-site interviews with finalists. 	Week of June 22
Employment offer made / accepted.	<ul style="list-style-type: none"> The City extends employment offer to selected candidate. 	Week of June 29

IX. Length of Time in Operation; Recent Recruitments in Utah

The firm was founded in 1976 under the name of Waters, Trego and Davis and was incorporated in 1988, in Texas, under the name of The Waters Consulting Group, Inc. Our main office were located in Dallas, Texas with additional offices in Cleveland, Ohio; Austin, Texas and Denver, Colorado. In May 2014, Waters Consulting Group merged with Springsted, Inc. forming Waters & Company Executive Recruitment, a wholly owned subsidiary of Springsted, Inc. WCER is national in scope, with offices across the country, including Saint Paul, Los Angeles, Denver, Dallas, Milwaukee, Kansas City, Richmond, Des Moines and Cleveland.

Since our firm's beginning, we have emerged as a leader in human resource management consulting and executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch, which drive our internal standard for delivering only outstanding services and leading-edge products. In addition, Waters & Company Executive Recruitment is positioned as one of the largest privately-held executive recruitment firms in the nation with a focus on the public sector. Over the past few years, WCER has recruited and placed more than 350 executive-level positions within cities, counties and other public and non-profit organizations. None of these recruitments were conducted within the State of Utah; however, many of our recruitments include candidates from Utah.

X. Costs/Fees

The all-inclusive professional fee to conduct the recruitment is provided below and includes the cost of professional services by the Recruitment Project Team Leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of WCER and are handled directly by the client organization.

The all-inclusive professional fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate. We are open to negotiate an alternative payment schedule if selected for this recruitment.

If candidates from this recruitment process are selected for another position within your organization within one year of the close of the recruitment, a fee of 50% of the following proposal amount will be due to Waters & Company Executive Recruitment, a *Springsted Company*.

All questions regarding the professional fees and project-related expenses should be directed to Chuck Rohre, Senior Vice President at crohre@waters-company.com or via phone at 214-466-2436.

PHASE	DESCRIPTION OF PROFESSIONAL SERVICES	FEES
Phase I	Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Recruitment Project Team Leader) Task 2 – Identify Quality Candidates	
Phase II	Task 3 – Screening of Applications and Submission of Recommended Semi-Finalists to Client (includes one day on site by the Recruitment Project Team Leader) Task 4 – Reference Checks, Background Checks and Academic Verifications	
Phase III	Task 5 – Final Process/On-Site Interviews with Finalists (includes two days on site by Project Team Leader)	
Conclusion	Acceptance of offer by candidate	
	TOTAL ALL-INCLUSIVE PROFESSIONAL FEE	\$24,500

OPTIONAL SERVICES FOR CONSIDERATION	FEES
Additional work related to the search process and as specifically requested by the City that is outside of the scope of this project (i.e. additional onsite meetings) is additional. The fixed professional fee for this recruitment anticipates no more than three onsite consulting days with one consultant. However, we would be pleased to provide additional onsite consulting visits for our standard daily rate of \$1,500 plus expenses.	\$1,500 per day plus expenses

Triple Guarantee

Our Triple Guarantee is defined as: (1) A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to make a selection from the initial group of finalists, WCER will work to identify a supplemental group until you find a candidate to hire. (2) Your executive recruitment is guaranteed for 24 months against termination or resignation. The replacement recruitment will be repeated with no additional professional fee, but only for project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws. (3) WCER will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

APPENDIX I
Sample Brochure



THE CITY OF IRVING, TEXAS IS SEEKING A HIGHLY EXPERIENCED, ETHICAL AND VISIONARY LEADER TO SERVE AS ITS...

CITY MANAGER (REOPENED RECRUITMENT)

MUNICIPAL ORGANIZATION

Irving is governed by a Home Rule Charter with a Council-Manager form of government. The elected governing body consists of a Mayor and eight-member City Council, each elected for three year terms. The mayor and two council members are elected at-large, while six members are elected by single-member districts. The City Manager is appointed by the Council and serves as the chief executive officer for the city, ensuring that the policies of the Council are implemented and that the entire community is being served. The Manager prepares the budget for Council's consideration, recruits, hires and supervises the local government staff, and serves as the Council's chief advisor.

The position has been stable, with only three Irving city managers within the most recent 40 years. The city has engaged an Interim City Manager on a temporary basis. The Interim Manager, a former Irving City Manager, is not a candidate for the job on a permanent basis but will serve until an appointment is made.

The city employs a total of 1,853 full-time employees and 386 part-time and seasonal employees. The FY2013-14 annual operating budget is \$445.3 million and the tax rate is \$0.5986 per \$100 valuation. The FY2013-14 Capital Improvement Program includes \$82.9 million in projects, of which \$65.2 million are debt-financed. The City of Irving prides itself

on resident involvement, innovation and efficient use of municipal resources. The city was honored with the 2012 Malcolm Baldrige National Quality Award, the highest level of recognition an organization can achieve. Irving is the first city in Texas to receive this distinction and also the first to receive the Texas Award for Performance Excellence, awarded in 2011.

Municipal services and operations are guided by the city's strategic plan which was created to ensure that the community realizes its vision and mission. The ten goals of the plan are:

- Promote Excellence in Land Use and the Image of Irving's Built and Natural Environment
- Nurture and Promote Vital, Vibrant Neighborhoods
- Cultivate an Environment Conducive to Strong, Successful Economic Development
- Set the Standard for a Safe and Secure City
- Promote and Support Unity in the Community

THE COMMUNITY

Irving, Texas, strategically situated between Dallas and Fort Worth, is home to more than 220,700 residents. Its thriving economy, anchored by 80 multinational businesses, strategic location, extensive highway system and proximity to Dallas/Fort Worth International Airport, attracts numerous travelers, residents and businesses to the city. State-of-the-art transportation provided by the Dallas Area Rapid Transit bus and rail system, coupled with an Interstate and several state highways, provides convenient access to the entire DFW Metroplex. Light rail services from Irving to Dallas/Fort Worth International Airport will be completed within the next year.

Of Irving's 67.6 square miles of land area, more than 15,000 acres are dedicated to master-planned developments. These well-designed developments include Dallas Communications Complex, DFW Freeport, Freeport Center, Heritage Crossing District, Las Colinas, Valley Ranch and multiple retail centers.

Irving has more than 80 hotels/motels, more than 100 shopping centers, more than 500 restaurants and hosts many major sports and entertainment events, including the HP Byron Nelson Golf Championship



THE COMMUNITY (Continued)

and an extensive array of cultural activities. Irving is home to a world-class Arts Center, which hosts live theater, ballet and symphony performances and displays of the works of national and local visual artists. Irving's new 275,000 square foot convention center offers exhibition, meeting ballroom, and breakout space to accommodate future resident and tourist needs. Irving also offers exceptional opportunities for recreation with more than 80 parks and beautification areas on 1,872 acres with 1,451 developed acres, six full-time recreation centers offering a variety of indoor sports, two aquatic centers, a dog park, lighted tennis courts, a youth action center, a senior activity center and the 300-acre Twin Wells Park and Municipal Golf Course.

Irving's residents are well served through the community's health care systems, including Baylor Medical Center and Columbia Healthcare System. Educational opportunities abound in Irving. Irving is served by the Irving, Carrollton-Farmers Branch and Coppell independent school districts, as well as a variety of private and parochial schools and academies. Irving also boasts three fully accredited institutions of higher learning, DeVry Institute of Technology, North Lake College and the University of Dallas. Also within easy commuting distance from the University of North Texas, Texas Woman's University, Southern Methodist University, University of Texas

MUNICIPAL ORGANIZATION (CONTINUED)

- Promote Effective Communication Among All Members of the Community
- Excellence in Irving's Cultural, Recreational and Educational Environments
- Set the Standard for Sound Governance, Fiscal Management and Sustainability
- Enhance and Sustain Irving's Infrastructure Network
- Set the Standard for Environmental Stewardship.

To learn more about the City of Irving, visit <http://www.cityofirving.org>.

CURRENT ISSUES

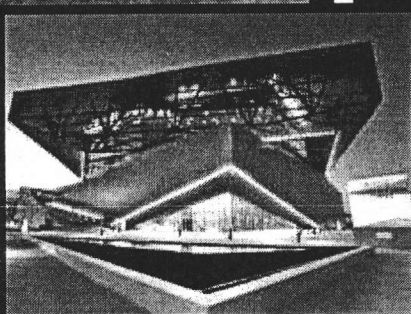
The following listing of issues and challenges is representative of the issues the City Manager will encounter in the first six to eighteen months on the job and is not intended to be all-inclusive in nature.

- **Organizational Assessment and Alignment** - The new City Manager (Manager) will assess the organizational structure of the municipal organization to include senior staffing, interdepartmental relationships, and adherence to the strategic plan and related goals and objectives. The Manager will ensure that highly talented and effective directors are in place for each of the city's operating departments and divisions. The city is in the process of recruiting a new Fire Chief and that the new City Manager will see the process to its conclusion.
- **Fiscal Sustainability** - The Manager will review the current and long-term financial status of the city and recommend financial strategies that maximize fiscal resources and protect the city from fluctuations in the local and national economy. Irving's tax base is 72 percent commercial real estate and business personal property, more susceptible to economic cycles than residential properties. The manager will recommend to the City Council budget mechanisms and strategies to fund compensation structures to continue to attract and retain a talented staff, fund municipal participation in public-private partnerships, invest in infrastructure maintenance and upgrades, and secure adequate water supplies for Irving's current and future needs.
- **Economic Development** - While the city contracts with the Greater Irving-Las Colinas Chamber of Commerce for economic development, the Manager will be highly attuned and involved in maintaining Irving's success as the economic development leader for the DFW Metroplex and the Southwest. More than 10 percent of Fortune 500 companies have a corporate presence or are headquartered in Irving.
- **Community Development and Redevelopment** - Irving has a mixture of older, established neighborhoods and commercial areas and newer, multi-use developments. The preservation and revitalization of the core Heritage

THE COMMUNITY (Continued)

at Arlington, University of Texas at Dallas, Texas Christian University and Texas Wesleyan College.

Irving offers its next City Manager an exceptional quality of life and an inviting environment in which to live, work and raise a family.



CURRENT ISSUES (CONTINUED)

District, the "old downtown," is a key priority, balanced with continuing the development and redevelopment of the planned developments in northern Irving.

- **Public-Private Partnerships** - A number of public-private partnerships are underway, to include the Northshore Development, the Entertainment Center, and the Water Street, among others. The DART rail line (Orange Line) is the catalyst for substantial transit-oriented development, which is driving the need for several of these

projects. The Manager will review city participation and ensure that municipal resources are effectively used and that its interests are protected.

- **Leadership** - The city is seeking a strong professional and dynamic leader with demonstrated experience to manage and develop the city staff. The Manager will set a positive example of enthusiasm, work ethic and cooperative relationships within the community and the region.

CANDIDATE PROFILE

Prepared in consultation with the Mayor and members of the City Council, the following listing reflects the management style and personal characteristics of the ideal candidate:

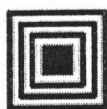
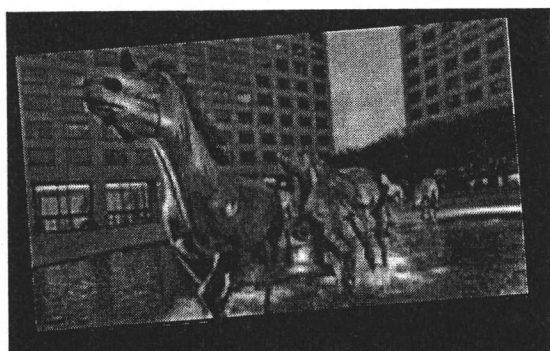
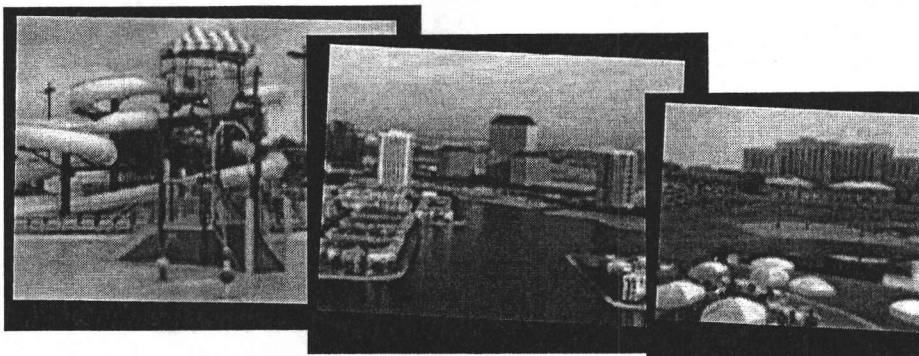
- Outstanding personal leadership and management skills.
- Highly developed financial management and budgetary skills.
- High personal energy and a positive approach.
- An approachable, friendly, open and participatory management style.
- The ability to work with and communicate effectively with all levels of the organization and all elements of the community on a fair and equitable basis.
- A willingness to communicate in an effective, timely and equitable manner with all members of the City Council.
- The ability to maintain positive, productive relationships with the Mayor and City Council, the public, the business and commercial community, and development interests, and to balance responses to their respective needs for the interests of the entire community.
- The ability to maintain effective working relationships with the assistant city managers, department heads and other city employees while maintaining a high level of accountability and productivity. The Manager should employ personnel policies and procedures to insure opportunity for the staff to advance based on their ability and performance record, as he/she demonstrates a strong commitment to teamwork, customer service and excellence.
- The ability to anticipate problems, identify alternative courses of action, and prepare proactive recommendations and to defend and

support those recommendations before the City Council.

- The ability to be an effective and articulate advocate for the city's interests in discussions and negotiations with other organizations, including other cities, Dallas County, the North Central Texas Council of Governments and the State of Texas. The successful candidate will be comfortable, if called to do so, in representing the city's policies and interests in the state and federal legislative bodies.
- The ability to effectively delegate authority and responsibility while maintaining appropriate levels of accountability and operational control.
- A willingness to maintain a high degree of visibility in the community, both on and off the job. The successful candidate will have the desire to enter into a long-term relationship with the City of Irving and the community.

Other required personal characteristics include:

- Outstanding written, oral and presentation communication skills.
- Outstanding interpersonal and "people" skills.
- The tenacity to work through complex, long-term and often difficult issues and projects.
- Initiative, resourcefulness, creativity and problem-solving ability.
- An understanding of the political process while avoiding personal involvement in political issues.
- A visionary approach to Irving's future.
- Personal and professional integrity of the highest order, demonstrated in both the candidate's public and private life.



**WATERS
EXECUTIVE
RECRUITMENT**
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